

EAST RENFREWSHIRE COUNCIL

AUDIT AND SCRUTINY COMMITTEE

12 June 2014

Report by Chief Auditor

INTERNAL AUDIT ANNUAL REPORT 2013/14

1 PURPOSE OF REPORT

- 1.1 To submit to Members an annual report on the activities of internal audit during 2013/14 and to provide an independent annual opinion on the adequacy and effectiveness of the internal controls operating within the council.

2 BACKGROUND

- 2.1 The Internal Audit service is an autonomous unit within the Chief Executive's Office. The service objectively examines, evaluates and reports on the adequacy of internal control as a contribution to the proper economic, efficient and effective use of the council's resources. Independence is achieved through the organisational status of internal audit and the objectivity of internal auditors. The council's financial regulations require that an annual report containing an assurance statement and summarising internal audit's activities during the year is submitted to the Audit and Scrutiny Committee.

3 ANNUAL REPORT 2013/14

- 3.1 The 2013/14 strategic audit plan was approved by the Audit and Scrutiny Committee on 11 April 2013. The attached annual report (Appendix 1) summarises the audit work carried out during the year. The internal audit annual statement on the adequacy of internal control is contained within appendix A of the report and concludes that reasonable assurance can be placed upon the adequacy and effectiveness of the council's internal control system in the year to 31 March 2014.

4 RECOMMENDATION

- 4.1 The Committee is asked to note the annual statement on the adequacy of internal control and submit it to the Council.
- 4.2 The Committee is asked to note the contents of internal audit's annual report 2013/14.

Further information is available from Michelle Blair, Chief Auditor, telephone 0141 577 3067.

M Blair, Chief Auditor
4 June 2014

APPENDIX 1

INTERNAL AUDIT ANNUAL REPORT 2013/14 EAST RENFREWSHIRE COUNCIL

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Chief Auditor
4 June 2014

INTERNAL AUDIT ANNUAL REPORT 2013/14 EAST RENFREWSHIRE COUNCIL

1. INTRODUCTION

- 1.1 The responsibilities and duties of Internal Audit are summarised in the Council's Financial Regulations which state:

'The Internal Audit section shall carry out independent examinations of accounting, financial and other operations of the Council. The primary task of Internal Audit is to provide an assurance to the Council on the system of control.'

- 1.2 Internal Audit activity during the year was based on the planned work contained in the Annual Audit Plan approved by the Audit Committee on 11 April 2013. The Annual Plan is derived from the 5 year rolling Strategic Audit Plan which is compiled following a risk based internal audit needs assessment and following consultation with members of the Corporate Management Team, External Audit and elected members.
- 1.3 The audit service is based on six members of staff (one post is currently vacant), of which four employees (3.7 FTE) hold a relevant professional qualification. The service operates in compliance with the Public Sector Internal Audit Standards (PSIAS) which came into effect on 1 April 2013.
- 1.4 The assistance afforded by council staff to Audit during the course of work carried out in 2013/14 is gratefully acknowledged and senior management and elected members are thanked for the due regard given to the work of internal audit.

2. INTERNAL CONTROL FRAMEWORK

- 2.1 In order to ensure the proper conduct of its business, the Council has a responsibility to develop and implement systems of internal control. The presence of an effective internal audit function contributes towards, but is not a substitute for, effective controls and it remains primarily the responsibility of line management to ensure that internal controls are in place and are operating effectively. A sound control system will help safeguard assets, ensure records are reliable, promote operational efficiency and ensure adherence to Council policy and procedures. Such systems of internal control can provide only reasonable and not absolute assurance against loss.
- 2.2 As part of its Standing Orders and in order for the business of the council to be dealt with in an efficient manner, the council has in place both a Scheme of Administration and Scheme of Delegated Functions. The former indicates the business to be dealt with by the various bodies of the council, whilst the latter gives details of the authority delegated to officers by the council. In addition to this, a comprehensive set of approved Financial Regulations (updated in February 2013) are in place, which ensure that the financial administration of the council is dealt with in a proper manner. The council's Financial Regulations incorporate the requirement that an Annual Audit Report showing the activity of the Internal Audit service and progress achieved against the plan shall be presented to the Audit and Scrutiny Committee each year. Contained within this report shall be an assurance statement on the adequacy of controls.
- 2.3 The Audit and Scrutiny Committee's terms of reference require it to evaluate the internal control environment and provide an annual statement to the Council. To assist with this evaluation, Internal Audit is required to provide the Audit and Scrutiny Committee with an annual statement on the adequacy and effectiveness of internal control.

3. **ACHIEVEMENT OF ANNUAL AUDIT PLAN**

3.1 Internal audit activity during the year was undertaken in accordance with the annual internal audit plan. The results of internal audit's progress against the annual plan has been reported to Audit and Scrutiny Committee quarterly. The 2013/14 plan was substantially completed with 95% of planned outputs delivered. Three planned audits were not completed as detailed below and approved by Audit Committee on 27 February 2014:

- Project management controls and children in care audits were deleted from the 2013/14 plan
- Risk management and corporate governance audit was deferred to 2014/15

The 2013/14 plan provided 896 (858 2012/13) direct audit days (i.e. excluding 270 days for planning, reporting, administration, training, consultancy work, seminars, secondments and meetings) spread across various audit activities and council departments. The actual number of audit days achieved was 824. Details of audit work carried out analysed by type of audit is shown in table 1 below.

Table 1 – Audit Work by Type of Audit

Type of Audit	Planned Days 2013/14	Actual Days 2013/14	Variance in days
Systems	315	311	(4)
Regularity	246	240	(6)
Contract	40	35	(5)
Computer	46	35	(11)
General and Fraud Contingency and NFI	115	76	(39)
Performance Indicators	20	16	(4)
Follow up of previous year	50	60	10
Grant Certification	38	28	(10)
Other	26	23	(3)
Total	896	824	(72)

3.2 Internal audit issued 50 reports and memos relating to 2013/14 audit work (see Appendix B). One report relating to cash income and banking has yet to be issued. Twelve of the reports were issued after the year end. Satisfactory responses have now been received for all audit reports relating to 2013/14 apart from three where the due date has not yet passed. There were 6 reports where management did not accept 13 of the recommendations contained within the reports and gave reasons for this. In doing so, management are effectively accepting the associated risks of not implementing the recommendation. Internal audit's approach always attempts to be constructive and this appears to have been welcomed by departments.

3.3 An excellent working relationship exists between internal audit and Audit Scotland, the council's appointed external auditors. Information on audit planning and the progress of audit work is regularly exchanged on an informal basis which helps avoid duplication of effort and maximises audit resources. Audit Scotland review the work of internal audit annually to consider whether reliance can be placed on internal audit's work and it is pleasing to be able to report that Audit Scotland continue to be able to place reliance on internal audit's work as the standard of work meets their requirements.

4. **SUMMARY OF AUDIT ACTIVITIES 2013/14**

- 4.1 Internal Audit carried out a range of activities throughout the year, however systems based reviews continue to represent one of the main elements of planned activity. Systems reviews focus on identifying, assessing and testing the adequacy and effectiveness of controls in place to ensure the underlying objectives of the system are met. A total of 16 systems were examined as follows:
- ◆ Budgetary Control
 - ◆ Payroll
 - ◆ Corporate Debt Recovery
 - ◆ Insurance Arrangements
 - ◆ Commercial rents
 - ◆ Rent Accounting
 - ◆ Housing Allocations
 - ◆ Members Expenses
 - ◆ Housing Benefits
 - ◆ Cash Income and banking
 - ◆ Council Tax recovery and enforcement
 - ◆ Asset management
 - ◆ Ordering and certification
 - ◆ CHCP emergency payments
 - ◆ CHCP corporate governance
 - ◆ Education additional support needs transport
- 4.2 Overall, the systems audit findings suggested that whilst some weaknesses were identified and some elements of control were only partially in place, when taken with other findings they did not significantly impair the overall systems of internal control in the areas reviewed.
- 4.3 In addition a number of other types of audit were carried out such as regularity, computer audit, performance indicators and grant certification. Following each audit, a report detailing appropriate recommendations to address weaknesses in systems and procedures was issued. In general, audit results suggested that although errors and weaknesses were often noted, they were not considered to be generally indicative of absent or inadequate controls and that broadly, the level of compliance was satisfactory.
- 4.4 An ongoing programme of follow-up audits is also carried out to ensure that recommendations previously made by Internal Audit and accepted by management have been implemented. Only one response is outstanding in relation to follow-up audit reports issued during the year and the due date for this response has not yet passed.
- 4.5 In addition to six specific requests for consultancy help/guidance on queries/anomalies, internal audit also has responsibility for investigating as appropriate all alleged frauds and irregularities which have been highlighted. The number of frauds and irregularities and the level of resources required to investigate them are always difficult to estimate. Thirteen potentially fraudulent matters brought to Audit's attention were investigated during the year using budgeted contingency time. In each case which warranted investigation, the matter was brought to a conclusion and recommendations were made to the relevant director on how to improve controls.
- 4.6 Seven of these cases did not identify any financial loss to the council but included an attempt to cash a fraudulent cheque for £9,830 which was stopped by the bank and an attempt to set up a fraudulent standing order mandate purporting to be from the council.
- 4.7 Three of the cases related to actual loss/theft of cash totalling £248 by unknown third parties.
- 4.8 Two cases relate to suspected frauds perpetrated by employees who exploited systems weaknesses which allowed them to deprive the council of income amounts estimated to be £1,100 and £2,000 in total. In both cases, the employees under suspicion resigned before a full investigation could be carried out however one of the cases has been passed to the police for further consideration.

- 4.9 The final case is estimated to be in the region of £5,000 and involved a third party organisation who the council paid monies to which was based on incorrect information, resulting in the payments being higher than they should have been. A significant part of this money has already been recovered and it is expected the remaining balance will also be recovered by deduction from future payments to the organisation.
- 4.10 Various methods of encouraging employees and members of the public to whistleblow or bring matters of concern to the attention of Audit (either anonymously or not) are in place and are used to varying degrees. These are by e-mail via a link on the council's website, by post using a freepost address and by phone to a dedicated phone number within Internal Audit.
- 4.11 Frauds and irregularities included in Audit Scotland's quarterly Fraud Digests were also considered in relation to practices within the Council, to proactively try and identify potential weaknesses.

5. INTERNAL AUDIT PERFORMANCE INDICATORS

- 5.1 In January 2008, the Audit Committee approved revised key performance indicators to be used to measure Internal Audit's performance. Some of these indicators have been reported to the Audit and Scrutiny Committee on a quarterly basis, whereas it is only appropriate to report others on an annual basis. A summary of all the indicators is given in Appendix C with the targets and actual achievement for the full year. All targets were met apart from 2.1 which measures direct audit days as a percentage of planned direct audit days. The small shortfall was due to the current staff vacancy.

6. ANNUAL INTERNAL AUDIT OPINION

- 6.1 There is a formal requirement for the Chief Auditor to prepare an annual report which contains an assurance statement on the adequacy of internal control systems. Such systems need to be monitored so that management and Members may be sure that they continue to be effective. Monitoring of the internal controls is done at a number of levels, for example, assessment by line management, internal audit and external audit review and subsequent reporting to management of identified weaknesses and recommendations, and monitoring by the Audit and Scrutiny Committee. If monitoring of internal control is to be effective, then senior management must foster an environment where internal control is the responsibility of all staff.
- 6.2 The Internal Audit Annual Statement on the Adequacy of Internal Controls is included in Appendix A. The evaluation of the control environment is informed by a number of sources as detailed in the appendix.
- 6.3 In reviewing these different sources of evidence, consideration has to be given as to whether any key controls are absent or ineffective and when taken together with other findings, would lead to the conclusion that the overall system of control has been significantly impaired as a result.
- 6.4 Most internal audit reports identified weaknesses or areas where controls are only partially in place or missing completely, however, generally the existence of weaknesses did not significantly or materially impair the Council's overall system of internal control.

7. CONCLUSION

- 7.1 The 2013/14 audit year was satisfactory for Internal Audit and despite the shortfall in audit days available, most planned audits were completed. External audit continued to place reliance on the work of the service and a reasonable level of performance was achieved against the indicator targets set.

INTERNAL AUDIT ANNUAL STATEMENT ON THE ADEQUACY OF INTERNAL CONTROL

As Chief Auditor of East Renfrewshire Council, I am pleased to present my annual statement on the adequacy and effectiveness of the internal control systems of the Council for the year ended 31 March 2014.

Respective responsibilities of management and Internal Audit in relation to internal control

It is the responsibility of the Council's senior management to establish an appropriate and sound system of internal control and to monitor the continuing effectiveness of that system. It is the responsibility of the Chief Auditor to provide an annual overall assessment of the robustness of the internal control systems.

Sound internal controls

The main objectives of the Council's internal control systems are:

- To ensure adherence to management policies and directives in order to achieve the organisation's objectives;
- To safeguard assets;
- To ensure the relevance, reliability and integrity of information, so ensuring as far as possible the completeness and accuracy of records; and
- To ensure compliance with statutory requirements.

Any system of control can only ever provide reasonable and not absolute assurance that control weaknesses or irregularities do not exist or that there is no risk of material errors, losses, fraud, or breaches of laws or regulations. Accordingly, the Council is continually seeking to improve the effectiveness of its systems of internal control.

The work of Internal Audit

Internal Audit is an independent appraisal function established by the Council for the review of the internal control system as a service to the organisation. It objectively examines, evaluates and reports on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of the Council's resources.

The Internal Audit service operates in accordance with the Public Sector Internal Audit Standards (PSIAS) which came into effect on 1 April 2013. The service undertakes an annual programme of work approved by the Audit Committee based on a five year strategic plan. The strategic plan is based on a formal risk based audit needs assessment which is revised on an ongoing basis to reflect evolving risks and changes within the Council.

All internal audit reports identifying system weaknesses and/or non-compliance with expected controls are brought to the attention of management and include appropriate recommendations. It is management's responsibility to ensure that proper consideration is given to internal audit reports and that an appropriate action plan is provided in response to audit recommendations. Internal Audit is required to ensure that appropriate arrangements are made to determine whether action has been taken on internal audit recommendations or that management has understood and assumed the risk of not taking action. Significant matters arising from internal audit work are reported to the Chief Executive and the Council's Audit and Scrutiny Committee.

Basis of Opinion

My evaluation of the control environment is informed by a number of sources:

- The audit work undertaken by Internal Audit during the year to 31 March 2014
- The audit work undertaken by Internal Audit in previous years
- The assessment of risk completed during the preparation of the strategic audit plan
- Assessments of the general control environment within individual departments as completed by each director
- Reports issued by the Council's external auditors and other review agencies such as the Social Care and Social Work in Scotland (SCSWIS), Education Scotland and Audit Scotland
- Knowledge of the Council's governance, risk management and performance monitoring arrangements.

Opinion

It is my opinion, based on the information available and work carried out, that reasonable assurance can be placed upon the adequacy and effectiveness of the Council's internal control system in the year to 31 March 2014.

Michelle Blair ACA
Chief Auditor

4 June 2014

**INTERNAL AUDIT
REPORTS AND MEMOS ISSUED 2013/14**

FILE REF	Audit No.	SUBJECT	Department	DATE AUDIT STARTED	DATE REPORT MEMO SENT	DATE REPLY DUE	DATE REPLY REC	COMMENTS
MB/818/EL	35	Year End Stocktake	Env	24/03/13	10/05/13	14/06/13	14/06/13	Satisfactory
MB/819/NS	22	Community Facilities Income	Chief Execs	03/04/13	03/06/13	05/07/13	27/06/13	Satisfactory
MB/820/NS	44	Education Follow Up	Education	03/04/13	29/04/13	31/05/13	30/05/13	Satisfactory
MB/821/FM	21	Civic Gifts	Chief Execs	04/04/13	23/04/13	31/05/13	29/04/13	Satisfactory
MB/822/FM	6	Insurance	Finance	13/05/13	19/08/13	20/09/13	17/9/13	Satisfactory
MB/823/FM	44	Chief Executives Follow Up	Chief Execs Environment	16/04/13	04/11/13	06/12/13	02/12/13 06/12/13	Satisfactory Satisfactory
MB/824/NS	29	CHCP Area Office – St Andrews House	CHCP	18/04/13	06/06/13	12/07/13	12/07/13	Satisfactory
MB/825/RM	41	Vehicle Services	Environment	25/04/13	23/07/13	23/08/13	21/08/13	Satisfactory
MB/826/EL	2	Corporate Debt Recovery	Finance	08/05/13	07/08/13	13/09/13	17/9/13	Ext to 17/9/13 5 points not accepted Satisfactory
MB/827/EL	44	CHCP Follow up	CHCP	04/06/13	23/10/13	29/11/13	29/11/13	Satisfactory
MB/828/EL	44	ICT Audit Follow Up	Finance Chief Execs	09/05/13	28/06/13	02/08/13	02/08/13 19/08/13	Satisfactory Satisfactory 1 point not accepted
		ICT Debtors CAATS	Finance Education		08/08/13	13/09/13	30/8/13 28/08/13	Satisfactory Satisfactory 1 point not accepted
		ICT Debtors Plus II	Education Chief Execs		28/06/13	02/08/13	06/08/13 01/08/13	Satisfactory Satisfactory
MB/829/NS	24	Members' Expenses	Chief Execs Finance	14/05/13	25/06/13	02/08/13	23/07/13 02/08/13	Satisfactory Satisfactory 1 point not accepted 1 point not accepted
MB/830/RM	27	CHCP Corporate Governance	CHCP	14/05/13	08/11/13	13/12/13	10/12/13	Satisfactory
MB/831/FM	15	VAT	Finance Chief Execs	11/06/13	17/09/13	18/10/13	14/10/13 15/10/13	Satisfactory Satisfactory
MB/832/RM	37	Asset Management	Environment	17/06/13	05/09/13	11/10/13	25/09/13	Satisfactory
MB/833/NS	31	Arts/Theatre Income	Education	19/06/13	23/8/13	27/09/13 Ext to 17/10/13	17/10/13	Satisfactory
MB/834/NS	30	Education Support	Education	20/06/13	29/08/13	04/10/13	29/08/13	Satisfactory
MB/835/RM	49	Contract – EU Compliance	Environment Legal Services	11/07/13	4/10/13	8/11/13	19/11/13 19/11/13	Satisfactory Satisfactory
MB/836/FM	47	PI – Creditors Payment of Invoices	Finance	29/07/13	4/09/13	11/10/13	14/10/13	Satisfactory
MB/837/NS	47	PI Homecare	CHCP	29/07/13	08/08/13	06/09/13	10/09/13	Satisfactory
MB/838/NS	7	Ordering & Certification	Finance Legal	30/07/13	31/10/13	29/11/13	29/11/13 04/12/13	Satisfactory Satisfactory
MB/839/MB	42	SPT Grants	Environment	24/07/13	09/09/13 (F, G, H) 29/10/13 (E) 20/12/13 (I)	n/a	n/a	No reply required
MB/840/RM	25	Grants to Voluntary Organisations	Chief Execs	07/08/13	14/11/13	20/12/13	17/12/14	Satisfactory 2 points not accepted
MB/841/EL	17	Application Audit – ICON System	Finance Chief Execs	20/08/13	27/01/14	28/02/14	28/02/14 13/02/14	Satisfactory Satisfactory 1 point not accepted
MB/842/FM	18	Data Protection Act	Education	26/08/13	09/04/14	17/05/14	14/04/14	Satisfactory
MB/843/NS	36	LEADER Grant	Environment	27/08/13	24/10/13	n/a	n/a	No Reply Required
MB/844/EL	43	Housing Allocations	Environment	24/09/13	17/01/14	20/02/14	26/02/14	Satisfactory 1 point not accepted
MB/845/FM	3	Council Tax Recovery and Enforcement	Finance	05/09/13	24/10/13	29/11/13	25/11/13	Satisfactory
MB/846/RM	39	Sustainability	Environment	13/09/13	21/02/14	28/03/14	26/03/14	Satisfactory
MB/847/NS	32	Barrhead Sports Centre	Education Finance	19/09/13	09/12/13	24/01/14	7/02/14 21/01/14	Ext 7/2/14 Satisfactory Satisfactory

**INTERNAL AUDIT
REPORTS AND MEMOS ISSUED 2013/14**

FILE REF	Audit No.	SUBJECT	Department	DATE AUDIT STARTED	DATE REPORT MEMO SENT	DATE REPLY DUE	DATE REPLY REC	COMMENTS
MB848/FM	38	Commercial Rents	Environment	17/10/13	17/03/14	25/04/14	1/05/14	Ext to 2/5/14 Satisfactory
			Finance				23/04/14	
MB/849/MB	42	Supplementary SPT grants	Environment	16/10/13	29/10/13	n/a	n/a	No Reply Required
MB/850/RM	1	Budgetary Control	Finance	18/10/13	15/01/14	20/02/14	14/02/14	Satisfactory
			Legal				14/02/14	
MB/851/FM	40	Heritage Lottery Fund	Environment	29/10/13	24/05/14	n/a	n/a	No response required.
MB/852/RM	44	Accountancy Follow Up	Finance	28/10/13	3/02/14	7/03/14	06/03/14	Satisfactory
			Chief Execs				04/03/14	
MB/853/FM	11	Overtime	Chief Execs Off	13/12/13	17/04/14	23/05/14	14/05/14	Satisfactory
			Corp & Comm				22/05/14	Satisfactory
			CHCP				04/06/14	Satisfactory
			Education				Ext 6/06/14	
			Environment				23/05/14	Satisfactory
MB/854/NS	34	Sports Coaching	Education	06/11/13	20/12/13	07/02/14	7/02/14	Satisfactory
MB/855/NS	13	Debtors Control	Finance	02/12/13	21/01/14	n/a	n/a	No Reply Required
MB/856/EL	14	Scottish Welfare Fund	Finance	22/01/14	24/03/14	2/05/14	12/05/14	Ext 9/5/14 Satisfactory
MB/857/EL	26	CHCP Emergency Payments (\$22)	CHCP	17/01/14	1/04/14	10/05/14	14/05/14	Satisfactory
MB/858/NS	8	Payroll – All Payruns	Finance	10/12/13	14/02/14	21/03/14	28/02/14	Satisfactory
			Chief Execs				11/03/14	Satisfactory
MB/859/RM	4	Rent Accounting	Accountancy	11/12/13	03/04/14	17/05/14	15/05/14	Satisfactory
			Corp & Comm				13/05/14	Satisfactory
MB/860/NS	33	Schools Cluster 4	Education	06/01/14	25/04/14	30/05/14	30/05/14	Satisfactory
MB/861/RM	12	Creditor Payments	Finance	19/12/13	14/02/14	21/03/14	21/03/14	Satisfactory
			Chief Solicitor				21/03/14	Satisfactory
MB/862/RM	49	Contract audit – Quick quote procurement	Chief Officer – Legal & Procurement	05/02/14	07/04/14	17/05/14	08/05/14	Satisfactory
MB/863/NS	5	Housing Benefits (Payments)	Corp & Comm	07/02/14	16/04/14	23/05/14	21/05/14	Satisfactory
MB/864/FM	20	Cash Income & Banking	Finance	27/02/14				
MB/865/EL	16	Application Controls E-Fins/Debtors	Accountancy	13/03/14	15/05/14	20/06/14		
			Corp & Comm					
MB/866/RM	50	Mobile Phones	Education	11/03/14	14/05/14	19/06/14		
			Environment					
			CHCP					
			Corp & Comm					
			Legal & Proc't					
Accountancy								
MB/867/RM	44	Environment Follow Up	Environment	10/03/14	16/04/14	27/05/14	22/05/14	Further info awaited
MB/868/RM	9	McLelland Procurement	Chief Execs	10/03/14	07/04/14	n/a	n/a	No Reply Required

Indicator	Definitions (where required)	Target (where applicable)	Actual 2013/14	Actual 2012/13	Actual 2011/12
1. Cost					
1.1 Cost of Internal Audit per productive day.	Productive days are those spent on direct audit activities.	-	£335	£324	£391
2. Audit Coverage					
2.1 Actual direct audit days as a % of planned direct audit days per the plan.	Planned direct audit days as detailed in the strategic audit plan.	100%	92%	94%	86%
2.2 Actual direct audit days as a percentage of total days available.	Days available exclude public holidays, annual leave and sickness absence.	75%	81%	80%	75%
2.3 Number of requests for assistance/ queries raised by departments outwith planned audit work.	This will generally include most items met from contingency. This is contextual information only.	-	19	21	23
2.4 Percentage of planned contingency time used.	Actual contingency time used as a percentage of total planned contingency time. This is mainly for contextual information	<100%	63%	100%	19%
3. Quality					
3.1 Number of questionnaires issued during the year. (Note: questionnaire sent electronically to Leadership Plus group, 9 respondents)	15% of all audits completed.	8	8	13	9
3.2 Percentage of customer questionnaires with overall rating of satisfactory or better.		90%	100%	92%	75%
3.3 Percentage of established audit posts (FTE) at year end filled by staff with relevant professional qualification.		45%	78%	78%	78%
4. Achievement of Plan					
4.1 No of audits achieved as a percentage of all audits planned during the year.	Total number of audits defined as number per strategic annual plan. Number achieved defined as number of audits from plan which were started during the year.	90%	95%	95%	93%
5. Issue of Reports					
5.1 Number of audit reports issued		-	50	53	48
5.2 Average time in weeks from start of fieldwork to issue of report.	Start of fieldwork defined as when auditor starts gathering information or preparing file. Initial phone call to set up the audit would not be counted as start of fieldwork.	12 weeks	11.4 weeks	7.7 weeks	7.5 weeks
5.3 Average time taken to issue report (working days).	Speed of issue of report is measured from date file is handed to Chief Auditor for review to date of issue of report. GENERAL Average weeks calculated as working days divided by 5. Working days exclude weekends, public holidays, annual leave and sickness absence.	10 working days	7.4 working days	8.6 working days	7.2 working days